



Building Agility With a Contingent Workforce

An Interactive Panel Discussion
Hosted By **PERSOLKELLY**

Panelist



Brian Sim
MD & Country Head
PERSOLKELLY Malaysia



Alvin Aloysius Goh
Exec. Director - Singapore
Human Resources Institute
SHRI SG



Ethan Lim
Talent Acquisition Leader
GALDERMA JPAC



Vinos Samuel
Contingent Talent Lead
NETFLIX APAC

PERSOLKELLY hosted an interactive panel discussion (on 28th July 2022) between **Brian Sim (PERSOLKELLY MD & Country Head of Malaysia)**, **Alvin Goh (Executive Director of SHRI)**, **Ethan Lim (Talent Acquisition Leader of Galderman JPAC)** and **Vinos Samuel (Contingent Talent Lead of Netflix APAC)**. The panel discussion was attended by over 60 business and human resource leaders from key industries operating across the Asia Pacific region.

The topic surrounds the findings of PERSOLKELLY's recently launched **Workforce Insights Report** (in March 2022), on **Building Agility With A Contingent Workforce** which was a survey conducted with over 1,200 EMPLOYERS of multiple industries across Asia Pacific to understand their adoption of contingent workforce, the reasons to their choice, and their top approaches of managing talent shortages post pandemic.

Background of Panel Discussion

Business leaders across Asia Pacific are having to rethink their workforce strategies in the aftermath of covid and amidst growing economic uncertainties and geopolitical tensions. Businesses have increasingly turned to contingent workers to meet their talent needs and a contingent workforce has already become a critical part of Asia Pacific workforce strategies.

PERSOLKELLY recently published a research report on “Building Agility With a Contingent Workforce” in March of 2022. Several insights from the research report were shared as part of the panel discussion.

The aim of the panel discussion was to discuss effective contingent workforce strategies that work in Asia Pacific. The one-hour panel discussion focused on the benefits, sectors, compensation structures, and roles suitability that underpin successful utilization of contingent workforces.



Summary Of Findings

Who We Surveyed

We surveyed a cross-section of industries in 12 markets in Asia Pacific.

Industry respondents:

- Automotive
- Banking, Investment and Insurance
- FMCG and FMCD
- Government and Statutory Agency
- Healthcare, Life Science and Pharmaceutical
- IT and Technology
- Logistics and Supply Chain
- Manufacturing and Engineering
- Professional Services, Consultancy and BPO
- Others (ie: Construction, Education, Retail and Trading)

The 4 primary reasons for adopting a Contingent Workforce in Asia Pacific:



Offers flexibility to workforce planning



Brings in specific skills on short-term/project basis, (from a few months to 1-2 years)

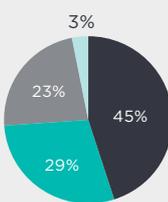


Fills roles without disrupting operations



Allows time for evaluation prior to hiring permanently

Most companies reward a Contingent Workforce the same as full-time staff



- Offer SAME rewards scheme as Permanent employees
- Offer BETTER rewards scheme compared to Permanent employees to attract good talent
- Offer LOWER rewards scheme compared to Permanent employees
- Other

Sectors most in favour of a Contingent Workforce



IT / Hi-Tech



FMCG



Financial Institutions / Banking



Manufacturing



Healthcare / Pharmaceutical



Logistics / Supply Chain



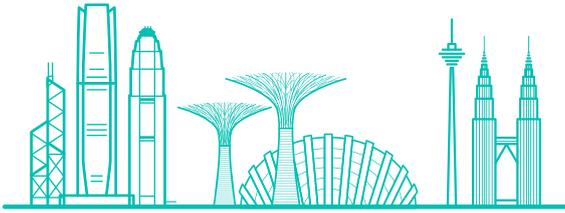
Professional Services / Consultancy



Government / Statutory Agency

Source from PERSOLKELLY Workforce Insights Report 2022

Key Takeaways:



The key markets in Asia Pacific with high adoption of contingent workforces include **Hong Kong, Singapore and Malaysia.**

Key benefits for increasing adoption of contingent workforces include **increased workforce planning flexibility, minimizing disruption** to existing operations, **filling in key skill gaps**, and allowing **improving hiring decisions.**



The Covid pandemic has been a **key driver of increased contingent workforce adoption across Asia Pacific**, and most business leaders across Asia Pacific have reported their intentions to expand their staff ratio of contingent workers in the **next 2 years to 15% and above.**



While historically contingent workers were not rewarded as well as regular employees, we are starting to see more situations where **contingent workers are rewarded the same or better** than regular employees.



A major challenge faced by some companies is the **absence of a clear mid-to-long term strategy** when adopting contingent workforce, which which would be good to have in place pending business needs and projects.



Optimizing cost is a key driver of contingent workforce deployment. Talent leaders need to be able to provide cost of hiring and deployment data to key business decision makers for the most effective use of contingent workers.



It's important that people leaders come to see that contingent workforce can be a **core component of the total integrated workforce strategy** to support talent requirements for the business.



Non-core, short-term, non-strategic roles are the best fit for contingent workforce solutions. However, according to the survey, it is noted that some **IT and Hi-Tech companies** are also willing to **engage highly skilled talent** under this category based on projects.

Quotes by Panelist



It's important to evaluate the cashflow of a workforce agency, because an agency with a strong cash flow will be in better position to provide the best support a client needs.

A major challenge faced by some companies is the absence of a clear mid-to-long term strategy when adopting contingent workforce.



Educating business leaders on what's possible with contingent workforces and the benefits that can be looked at is a key role for talent teams.



Participant Feedback

I learnt a lot from this webinar and am now more equipped to plan ahead!

Company HR Director



Chris Sotomayor is a Executive Coach and Senior Consultant with PERSOLKELLY Consulting Korea, based in Seoul.

A graduate of Harvard University, Chris has lived 13 years in Seoul, 10 years in NYC, and 3 years in Singapore. With 14 years of coaching over 3,500 professionals from 90+ countries on leadership, personal branding, and interpersonal effectiveness, as well as a variety of coaching and leadership development roles at UNC Kenan-Flagler and INSEAD business schools, along with international management consulting experience in projects spanning technology, strategy, marketing, finance, and human resources at firms including Samsung Electronics and McKinsey & Company. He's helped clients' leadership and organizational transformation strategies in Korea and APAC, bringing with him 25 years of consulting on strategy, technology, marketing, finance, and HR, while also appearing as a guest lecturer at SKK GSB, Seoul National University, Yonsei, and KAIST.

About Us

PERSOLKELLY is a joint venture established in 2016 between PERSOL HOLDINGS and Kelly Services to cater to the rising workforce employment needs of the emerging Asia Pacific market. We are one of the largest workforce solutions providers in the region, spanning over 45 offices across 13 markets including Australia, China, Hong Kong, India, Indonesia, Malaysia, New Zealand, Philippines, Singapore, South Korea, Taiwan, Thailand, and Vietnam. Our reach, scope, and scale of operations have set the industry standard for cross-border recruitment and holistic workforce solutions.

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